

# Waste, Fraud, and Abuse Elimination Task Force

- ***REFORMING GOVERNMENT***
- ***ELIMINATING WASTE***
- ***SAVING TAXPAYER DOLLARS***

**PUBLIC COMMENTS  
AND SUGGESTIONS  
QUARTERLY REPORT**

**JANUARY-MARCH 2012**

APRIL 2012

## **WISCONSIN REFORM MATERIALS ARE AVAILABLE ON THE INTERNET**

To save taxpayer dollars and promote transparency in government, the quarterly report of the Governor's Waste, Fraud, and Abuse Elimination Task Force has been published on the internet for the public's view.

More of Governor Walker's reforms and the comprehensive Waste, Fraud, and Abuse Commission report can be viewed via the Governor's website at: <http://www.walker.wi.gov/Wisconsin-Reform>.

To submit an idea directly to the Governor's Waste, Fraud, and Abuse Elimination Task Force, go to: <http://www.bestpractices.wi.gov>.

TABLE OF CONTENTS

A. LETTER FROM THE GOVERNOR .....4

B. OVERVIEW .....5

C. INPUT FROM THE PUBLIC .....6

D. PUBLIC COMMENTS AND SUGGESTIONS .....7

E. SELECTED CASES SUBMITTED TO THE TASK FORCE.....9

F. TASK FORCE MEMBERSHIP .....14

G. APPENDICES.....15

## A. Letter from the Governor

Dear Citizens of Wisconsin:

State government should be transparent, efficient, and engage in a continuous improvement process with the goal of delivering quality services to its citizens at the most affordable price possible. Unfortunately, this has not always been the case in Wisconsin.

From 2003-2010, Wisconsin's biennial budget increased 33 percent to over \$62 billion, and the Pew Center for the States identified Wisconsin as a state in fiscal peril. This is why, upon taking office in January 2011, I created a bipartisan Commission on Waste, Fraud, and Abuse. The goal was to create efficiencies by eliminating waste, fraud, and abuse in Wisconsin government.

In January of 2012, the Commission published its final report detailing their results and recommendations. The report included total savings from state and local governments of more than \$455 million annually. We have already begun to implement some of the Commission's recommendations and these reforms have saved taxpayers tens of millions of dollars.

That is a great start, but identifying waste is not enough; we need to eliminate it. To that end, during my State of the State address in January 2012, I announced the creation of the Governor's Waste, Fraud, and Abuse Elimination Task Force. This Task Force is charged with implementing the Commission's recommendations and investigating submissions from the public to continue our focus on saving taxpayer dollars and making Wisconsin government more efficient.

Right-sizing state government starts by identifying the areas where state government has not been a good steward of taxpayer dollars, and the Commission and Task Force are steps in restoring the people's trust in their government.

By instilling a continuous improvement philosophy in state government, we can improve the quality of government and reduce its price to taxpayers.

Working together, we can move Wisconsin forward.

Sincerely,

A handwritten signature in black ink, appearing to be 'Scott Walker', with a stylized flourish at the end.

Scott Walker  
Governor

## B. Overview

This report highlights the activities of the Governor's Waste, Fraud and Abuse Elimination Task Force (Task Force) in the first quarter of 2012 from January to March as it relates to submissions from the public. The Task Force was created on January 25, 2012, and was announced during Governor Walker's 2012 State of the State address.

The Task Force reviews and investigates submissions from the public to the Task Force via [bestpractices.wi.gov](http://bestpractices.wi.gov). These submissions are first reviewed and investigated, along with input from state agencies, by the Task Force members in the Governor's Office and, after the review process is complete, decisions to advance these recommendations are brought before the full membership of the Task Force.

This document is a brief overview of the submissions to the Task Force in the first quarter of 2012. As well, there are recommendations that have been made by the Task Force to other state agencies.

### Highlights:

- The State of Wisconsin will save over \$100,000 annually due to a review of state phone usage and disconnection of unused lines. This was brought to the Task Force by public submissions and proactive agency workers continuously looking for government efficiencies.
- The Department of Safety and Profession Services (DPS) reviewing its fleet vehicle usage and mileage reimbursements for savings is ongoing and has already resulted in an estimated average savings of \$2,224 per month or \$26,691 per year.
- More than 95% of all submissions from the public in the first quarter of 2012 have been acted upon by the Task Force.
- As was the case with the Waste, Fraud, and Abuse Commission, the overwhelming majority of submissions from the public center on public assistance programs.

### C. Input from the Public

From January through March 2012, the Task Force received a total of 123 submissions from the public and state employees.

As shown in Table 1, the most common topic of the public submissions was state public assistance (26% of total); in particular the Wisconsin Shares program (12% of total). Comments specifically regarding the Wisconsin Shares program were organized into its own unique topic category, due to a high volume of comments specifically related to this program. The next most common topics were state purchasing and contracting, state elections, education, government efficiency, vehicle inspection program, and budget practices.

---

Table 1

Topics	Percentage
<i>Various Other</i>	27.64%
Public Assistance	26.02%
Wisconsin Shares Program	12.20%
State Purchasing and Contracting	11.38%
State Elections	7.32%
Education System	5.69%
Government Efficiency	4.07%
Vehicle Inspection Program	3.25%
Budget Practices	2.44%
<b>Total</b>	<b>100.00%</b>

---

Of the total submissions received by the Task Force, the vast majority either have been resolved (42% of total) or did not require an in depth review (41% of total). A complete breakdown on the status of public submissions is shown in Table 2.

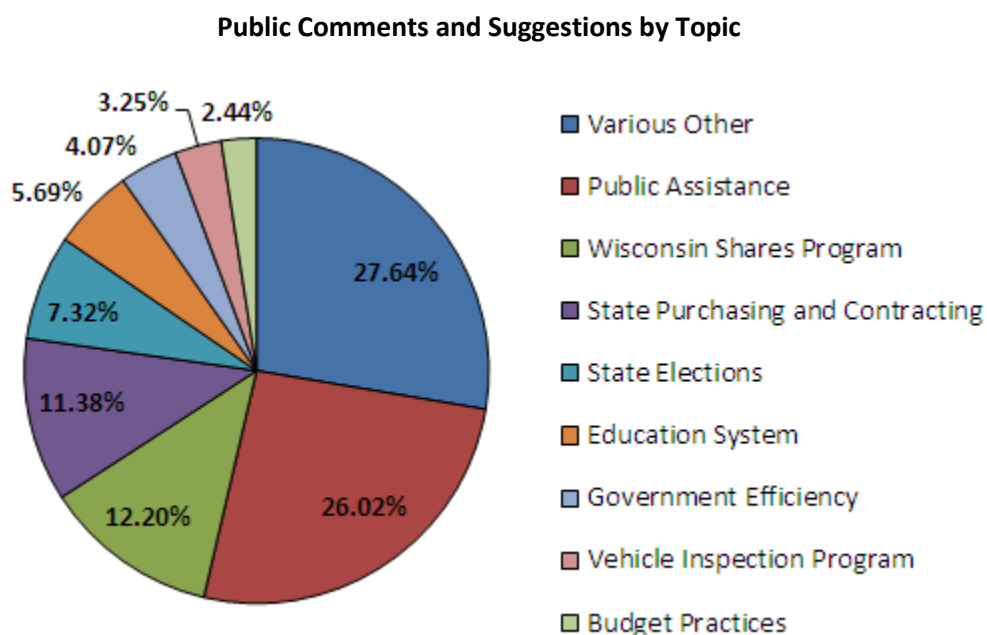
## D. Public Comments and Suggestions

From January to March 2012, 123 comments have been submitted. The Governor and Task Force are grateful for the ideas and the interest shown from the public to continue the focus to save taxpayer dollars and make government more efficient.

The Task Force reviews and investigates submissions from the public to the Task Force via [bestpractices.wi.gov](http://bestpractices.wi.gov). These submissions are first reviewed and investigated, along with input from state agencies, by the Task Force members in the Governor's office and, after the review process is complete, decisions to advance these recommendations are brought before the full membership of the Task Force.

Some common themes were observed from the public comments and suggestions submitted to the Task Force. As shown in Figure 1, of those submissions distributed to Task Force members, 26% related to public assistance programs.

Figure 1



As shown below in Table 2 and Figure 2, 42% of public comments and suggestions submitted to the Task Force in the first quarter of 2012 have since been resolved either by Task Force members in the Governor's office or by the Task Force's state agency sub-groups. Of the remaining submissions, 41% did not require an in depth review. These submissions, however, still received a response from the Task Force thanking the individual for their submission. Lastly, 5% of public submissions are currently under review.

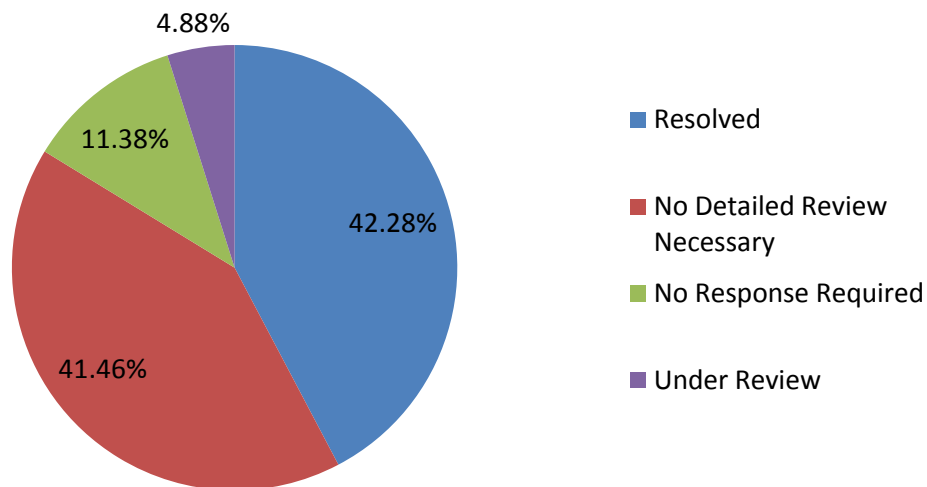
---

Table 2

**Status of Public Comments and Suggestions**

Status	Percentage
Resolved	42.28%
No Detailed Review Necessary	41.46%
No Response Required	11.38%
Under Review	4.88%
<b>Total</b>	<b>100.00%</b>

Figure 2





## E. Selected Cases Submitted to the Task Force

Public comments and suggestions submitted to the Task Force involve a variety of issues. Some submissions involve topics with a narrow focus, such as the purchasing and contracting practices of a particular state agency, while other comments and suggestions require a broader review, such as evaluating the efficiency and success of a state program. The following cases submitted to the Task Force were selected to highlight some of the submissions from January to March 2012 that are being acted upon by the Task Force.

---

### Telephone Lines of State Agencies

---

In January, the Task Force received a submission from the public in regard to the uses and costs of telephone lines in Wisconsin's state agencies. This particular submission suggested that all state agencies that provide a wireless device to their employees should implement strict standards to determine which employees should be eligible for such devices, and that all state agencies should be required to contract with the lowest cost service provider when deciding on what device and plan to purchase.

#### **Background**

The State of Wisconsin currently has a landline telephone contract with AT&T, and has cellular telephone contracts with AT&T, U.S. Cellular and Verizon Wireless. Wisconsin taxpayers on average pay \$10.61 per landline/month for service<sup>1</sup>. Wisconsin also currently has a total of 83,000 Centrex telephone lines in the State's enterprise system, including lines currently being used by Wisconsin municipalities. To maintain the existing pricing, the State must guarantee to maintain a minimum number of Centrex lines through June 30, 2016. For fiscal year (FY) ending June 30, 2012, this contract requires the State to pay for a total of 70,000 phone lines. Each year through June 30, 2016, Wisconsin's commitment declines by 2,500 lines per year to a minimum of 60,000 lines in FY 2016.

Wisconsin also currently has 12,578 active cellular phones with voice-only lines. There is an additional 2,766 data/voice combination packages for cellular phones that are assigned to state employees. Access charges associated with voice-only are priced in the range of \$3.00 to \$6.00 per month<sup>2</sup>, plus additional per-minute charges. Data/voice combination packages range between \$24.95 to \$40.00 per month for BlackBerry phone plans<sup>3</sup>, and monthly access fees of \$24.95 to \$40.00 for smartphone plans<sup>4</sup>. More information on the Telecommunications Administration rates is shown in Appendix 2.

The Wisconsin Department of Safety and Professional Services (DSPS) technician staff recently began to review which of the Department's 709 landlines were actually being utilized. Existing phone lines were suspended to determine whether or not they were really needed. Since January 2012, DSPS has determined that 152 of its landlines were not necessary and thus, disconnected their use, which will save the Department \$1,569 per month (base cost of \$10.32 per landline) or \$18,824 annually. DSPS

---

<sup>1</sup> Department of Administration, *IT Services: FY12 Rate Sheet* (State of Wisconsin, 2011), 8.

<http://www.doa.state.wi.us/docview.asp?docid=8711&locid=155>

<sup>2</sup> Department of Administration, *IT Services: FY12 Rate Sheet*, 8.

<sup>3</sup> Department of Administration, *IT Services: FY12 Rate Sheet*, 8-9.

<sup>4</sup> Department of Administration, *IT Services: FY12 Rate Sheet*, 9.

avoided any reconnection fee by “suspending the line” for up to 8 weeks and un-suspending any line that was identified as being needed. Seven lines were un-suspended in their case. DSPS also reviewed existing voicemail boxes and found 54 unused. The annual savings for disconnecting these is \$3,564.

Upon these results the administration instructed all agencies to perform a similar review. In total, \$100,881 will be saved annually because of this review and the disconnection of unused landlines, cell phones, and voicemail boxes.

Moving forward agencies should establish policies for the management of land-based and cellular phone lines, as well as directives to manage the issuance of smartphones to employees that are based on business need. Agencies should design their phone use around their unique agency goals and provide the best service to the public at the most cost efficient price.

### **Action Items**

- Require an annual review by all state agencies of their telephone lines (cellular, landline, and voicemail box) in order to determine whether or not they are being used or needed and disconnect those that are unneeded; and
- Explore incentivizing less use of state cellular phones by offering a stipend to employees who use their personal phone for work; and
- Prepare a standard phone policy manual for each state agency including these requirements.

---

### **State Fleet Vehicle Usage**

---

Also in January, the Task Force received a submission from the public in regard to the uses and costs associated with fleet vehicle usage by employees of the State of Wisconsin. This particular submission suggested that the state should review the number of vehicles and the amount of miles being traveled by State of Wisconsin employees.

### **Background**

DSPS recently reviewed its travel reimbursement costs to determine whether or not costs associated with travel were appropriate, and if travel by the Department could be done more economically. DSPS determined that employees were being improperly reimbursed the per mile rate of \$.485<sup>5</sup>, while state-owned vehicles were available at the time, and not being properly reimbursed the state’s turndown rate of \$.352 per mile. The turndown rate for mileage reimbursement is applied in situations when a state fleet vehicle is available, but the employee chooses to use their personal vehicle instead. The reimbursement rate of \$.485 per mile should only be applied when a state fleet vehicle is unavailable for use by the employee.

It was also determined by DSPS that the employees receiving the highest reimbursements could have saved money by using state fleet vehicles, as opposed to using their personal vehicles. Some state employees have expressed concern over being required to use a state fleet vehicle or not getting the higher reimbursement rate.

---

<sup>5</sup> Office of State Employment Relations, *Compensation Plan 2011-2013* (State of Wisconsin, 2011).  
<http://oser.state.wi.us/docview.asp?docid=7341>

DSPS turning in the vehicles and reviewing mileage for savings for the three highest mileages will average a savings of \$2,224 per month or \$26,691 per year.

In total, Wisconsin has 5,772 fleet vehicles for state employees to use for travel purposes. Implementing common-sense and efficient state policies on fleet vehicle usage will help create a significant amount of savings for Wisconsin taxpayers.

Other state agencies have existing policies and automated payroll systems that are designed to ensure that the appropriate fleet rate is paid to employees for personal use of vehicles for state business. Those agencies may realize lesser savings through reform efforts. All agencies should review fleet vehicle use and employee reimbursement patterns to maximize use of state fleet vehicles.

The Department of Natural Resources is currently working under new flexibilities for fleet vehicle usage. The results of their changes should be examined after one year to see if efficiencies were realized.

### **Action Items**

- The Department of Administration should study the feasibility of requiring an employee to have an assigned state vehicle if the employee travels more than a certain number of miles annually. The study should consider whether such a requirement would reduce costs, and should establish the number of miles that would trigger the requirement; and
- Requiring advance approval from department supervisors for employee use of personal vehicles for state business, with the exception of emergency situations only in order to reduce abuse of paying the higher reimbursement rate of \$.485 per mile.

---

## **State Purchasing Cards**

---

In each of the first three months of 2012, the Task Force has received numerous submissions from the public regarding the practices of state purchasing and contracting that expressed their concerns on the lack of oversight and general wastefulness.

### **Background**

A 2009 audit<sup>6</sup> of the State's use of the purchasing card (p-card) determined that only 51% of transactions that were examined involving state purchases in 2008 included clear descriptions of the state business purpose of the purchase. Additional details on the documentation of business purpose of purchases in 2008 by state agencies and UW institutions are shown in Appendix 1. As of March 1, 2012, there were a total of 21,037 active state p-cards; 8,055 in state agencies; 5,991 at UW-Madison; and 6,991 active p-cards at all other institutions in the UW System.

Currently, campuses in the UW System do not require the p-card log to be submitted for the supervisor approval that states the business purpose of the purchase. P-card users should be required to document the business purpose of the p-card purchase in order to obtain supervisor approval of the purchase.

---

<sup>6</sup> Legislative Audit Bureau, *A Review: State Purchasing Cards* (State of Wisconsin, 2009), 38.  
<http://legis.wisconsin.gov/lab/reports/09-8Full.pdf>

The Commission on Waste, Fraud, and Abuse estimated that the State could achieve \$6.5 million in savings with the implementation of stronger oversight and p-card policies in Wisconsin<sup>7</sup>. This, along with additional savings estimates, is detailed in the Commission's final report that was released in January 2012.

### **Action Items**

- Agencies should review their lists of current p-card holders, and restrict p-card issuance only to key personnel with agency purchasing responsibilities. Agencies should also review how much employees purchase in order to determine if a lower maximum is warranted. These actions would reduce the state's exposure to potential abuse; and
- Reform the current system of the State of Wisconsin's Purchasing Card Program to strengthen oversight and reduce waste; and
- Ask a private sector business owner with experience in purchasing card policies to review P-card policies and make recommendations; and
- Recommend to UW System to reform their p-card policies in order to bring them in line with more stringent state standards.
- The Legislative Audit Bureau recommended that UW System require a business need justification on all p-card purchases. UW should review whether or not it requires this and implement this recommendation if it has not.
- UW System should perform desk audits similar to the Department of Administration in order to review p-card usage at all its campuses. This is a good oversight practice.

---

### **Inactive Duty Training Lodging Program**

---

In February, the Task Force received a submission from a member in the Wisconsin Army National Guard in regards to the Inactive Duty Training (IDT) program. This submission suggested a review to be conducted of the overall effectiveness of the IDT program related to its cost.

This particular submission was submitted to the Wisconsin National Guard and is currently under review.

### **Background**

Within DMA, the Wisconsin Army National Guard (WARNG) offers the IDT lodging program for Soldiers on drill status. This program provides commercial lodging for drilling Soldiers who reside outside the commuting radius from their unit. According to WARNG<sup>8</sup>, "the purpose of the program is to reduce Soldier fatigue. In order to combat an ongoing safety concern – personal vehicle accidents where fatigue is known to be a frequent accident cause or contributor."

For FY 2011, the cost of the IDT lodging program was \$740,676 and is projected to increase in FY 2012. Before the program was established, Soldiers would stay at another Soldier's residence or at a

---

<sup>7</sup> The Governor's Commission on Waste, Fraud, and Abuse, *Final Report* (State of Wisconsin, 2012), 7.

<sup>8</sup> Department of Military Affairs, *Wisconsin National Guard News Release: Simple precautions can reduce winter weather hazards* (State of Wisconsin, 2010). <http://dma.wi.gov/dma/news/2010News/10221.asp>

Wisconsin Armory. This program was originally part of a safety program created by a Commander in the Wisconsin National Guard.

---

### Advertising by State Agencies

---

In January, the Task Force received a submission from the public in regard to the uses and costs associated with advertising by Wisconsin state agencies. This particular submission suggested that all state agencies send an email once a month that would cover the respective agency's advertising and would serve to update the general public on what activities the agency would be undertaking for the following month.

This particular submission is currently under review by Task Force members in the Governor's Office.

#### **Background**

The topic of advertising spending was a topic that was included in the Waste, Fraud, and Abuse Commission's final report, and the Commission found that millions of dollars are spent by Wisconsin state agencies on advertising each year<sup>9</sup>. In the final report, the Commission had documented responses by some of the state agencies to a survey that was conducted, and had asked the question, "How much does your agency spend on marketing and advertising?"

The Commission concluded that the majority of advertising listed in response to this survey was in the Wisconsin Department of Tourism, and that tourism spending is beneficial to the state because it brings in more revenue through increased tourism. The results to this question and others included in the survey are shown in Appendix 3.

---

<sup>9</sup> The Governor's Commission on Waste, Fraud, and Abuse, *Final Report* (State of Wisconsin, 2012), 16.

## **F. Task Force Membership**

### Craig Barkelar

Administrator, Division of Unemployment Insurance  
Wisconsin Department of Workforce Development

### Brian Hayes

Budget Director and Administrator, Division of Executive Budget and Finance  
Wisconsin Department of Administration

### Waylon Hurlburt

Deputy Policy Director  
Office of Governor Scott Walker

### Jack Jablonski

Deputy Secretary  
Wisconsin Department of Revenue

### Steve Krieser

Executive Assistant  
Wisconsin Department of Transportation

### Helen McCain

Administrator, Division of Enterprise Operations  
Wisconsin Department of Administration

### Kevin Moore

Executive Assistant  
Wisconsin Department of Health Services

### Dennis Schuh

Executive Assistant  
Wisconsin Department of Corrections

### Summer Shannon-Bradley

Administrator, Division of State Facilities  
Wisconsin Department of Administration

### Nate Yahn

Policy Advisor  
Office of Governor Scott Walker

## G. Appendices

### Appendix 1

#### State Purchasing Card Transactions by State Agencies and UW Institutions

##### Documentation of Business Purpose 2008

Agency or UW Institution	Transactions with an Explicit Business Purpose	Transactions with an Implied Business Purpose	Transactions with Neither	Transactions Reviewed	Percentage with an Explicit Business Purpose
<b>Agencies</b>					
Department of Public Instruction	156	37	7	200	78.0%
State of Wisconsin Investment Board	54	21	2	77	70.1%
Department of Regulation and Licensing	51	18	6	75	68.0%
Department of Natural Resources	202	116	34	352	57.4%
Department of Corrections	200	110	40	350	57.1%
Department of Military Affairs	93	92	15	200	46.5%
Subtotal	756	394	104	1,254	60.3%
<b>UW Institutions</b>					
UW-Madison	236	198	67	501	47.1%
UW-Whitewater	143	190	17	350	40.9%
UW-Milwaukee	143	157	101	401	35.7%
Subtotal	522	545	185	1,252	41.7%
<b>Total</b>	<b>1,278</b>	<b>939</b>	<b>289</b>	<b>2,506</b>	<b>51.0%</b>

## Appendix 2

### Wisconsin Department of Administration's IT Services

#### FY12 Rate Sheet

Telecommunications Administration	FY12 Rate	Change	Billing System
<b>Local Telephone Service</b>			
Centrex line/month, AT&T	\$10.61	0%	Vendor
Centrex line/month, CenturyTel (Up to \$26 in various cities)	\$10.90	0%	Vendor
Voice mail/box/month, AT&T	\$5.50	0%	Vendor
Voice mail/box/month, CenturyTel	\$5.20	0%	Vendor
<i>Note: Other variable fees may be added for special applications. Setup fees are additional</i>			
<b>Long Distance Telephone Service</b>			
Long Distance Telephone Service		0%	Vendor
<b>Voice Over IP (VoIP)</b>			
L-VIPS (Local Voice over IP Service) per month	\$13.00	0%	Vendor
VDNA	TBD		Vendor
<b>Automatic Call Distribution (ACD)</b>			
<i>Note: Agent Centrex and other telephone lines are additional.</i>			
Interaction license/month	\$100	0%	IT Billing
PRI channel, approx.	\$20	0%	IT Billing
<b>Wireless Services and Devices (see user guide at <a href="http://www.doa.state.wi.us/docview.asp?docid=6642">http://www.doa.state.wi.us/docview.asp?docid=6642</a> for complete</b>			
<i>Note: Service is available from mandatory statewide contracts. Rates are subject to change. Charges are billed directly from the vendor.</i>			
<b>Cellular Airtime</b>			
AT&T Mobility (primary vendor; NE/NW regions)	\$3.50/mo. + \$0.08/min.	0%	Vendor
US Cellular (primary vendor; SE/SW regions)	\$3.00/mo. + \$0.05/min.	0%	Vendor
Verizon Wireless (secondary vendor; SE region)	\$0.00/mo. + \$0.06/min.	0%	Vendor
<b>Cellular Equipment (if purchased by the State as opposed to using vendor-provided equipment)</b>			
AT&T Mobility	<a href="#">Per matrix in User Guide</a>	0%	Vendor
US Cellular	Business rates less 25%	0%	Vendor
Verizon Wireless	<a href="#">Per matrix in User Guide</a>	0%	Vendor
<b>BlackBerry Limited Data Airtime</b>			
AT&T Mobility	\$32.00/mo + \$0.0005 per KB over 4 MB	0%	Vendor
US Cellular	\$24.95/mo + \$0.01 per KB over 4 MB	0%	Vendor
Verizon Wireless	\$29.99/mo + \$0.0005 per KB over 10 MB	0%	Vendor
<b>BlackBerry Unlimited Data Airtime</b>			
AT&T Mobility	\$40.00/mo.	0%	Vendor
US Cellular	\$27.95/mo.	0%	Vendor
Verizon Wireless	\$39.99/mo.	0%	Vendor
<b>Smartphone Limited Data Airtime</b>			
AT&T Mobility	\$25.60/mo + \$0.0005 per KB over 4 MB	0%	Vendor
US Cellular	\$24.95/mo.	0%	Vendor
Verizon Wireless	\$29.99/mo + \$0.0005 per KB over 10 MB	0%	Vendor



## Appendix 3

### Agency Survey Responses

	(1) How much does your agency spend on on paper related to payroll processing and related costs?	(2) How much in agency purchasing is done outside of the central procurement office and/or outside of state master contracts?	(4a) How much does your agency spend on printed notices to remind residents of a license and/permit renewal?	(4b) Is it possible for your agency to email the notice instead?	(5a) How much does your agency spend on meal reimbursement, per diem, travel, etc?	(5b) Does your agency require receipts?	(6a) How many boards/commissions are attached to your agency?	(6b) How much does your agency spend on travel, per diem, meals, etc. for these boards/commissions?	(9) How much does your agency spend on marketing and advertising?	(10) How much in outstanding grants does your agency hold?	(11) What is your agency's supervisor to general staff ratio?
DATCP	N/A	N/A	N/A	No	\$3,400,000	Yes	24	N/A	\$232,000	N/A	1 to 6.38
DFI	N/A	\$107,400	N/A	No	\$410,000	Yes	4	\$1,058	\$1,800	\$ -	1 to 6.5
DCF	\$2,000	\$107,508,140	\$8,800	Possibly	\$1,169,197	Yes/No	1	\$1,900	\$23,897	\$ -	1 to 6
DHS	\$20,000	\$861,800,000	\$92,500	Yes	\$4,268,330	Yes	7	\$34,716	\$1,090,207	\$ -	1 to 10.6
DNR	\$23,800	N/A	\$227,700	Yes/No	\$4,766,875	Yes/No	23	\$249,700	\$518,146	N/A	N/A
DOC	\$186,254	N/A	N/A	N/A	\$1,846,574	No	4	\$51,780	\$70,162	N/A	1 to 8.89
DOR	N/A	\$26,700,000	\$45,240	No	\$1,269,800	Yes	1	N/A	\$7,306,450	N/A	1 to 9.4
DOT	\$20,000	N/A	\$1,900,000	Yes/No	\$3,584,600	N/A	7	\$40,250	\$2,200,000	N/A	1 to 7.5
DSPS	\$ -	N/A	\$2,292	Possibly	\$56,165	Yes	64	\$91,998	\$ -	\$ -	N/A
DVA	\$62,442	\$4,100,000	N/A	N/A	\$160,013	Yes	5	\$70,081	\$63,202	\$53,842	1 to 11.2
DWD	\$9,400	N/A	\$ -	N/A	\$1,689,912	Yes	2	\$3,827	\$84,000	\$685,400	1 to 11.1
OCI	N/A	N/A	\$51,471	No	\$346,662	Yes	22	\$5,238	N/A	N/A	1 to 6.3
PSC	\$169,000	\$2,400,000	N/A	N/A	\$158,900	Yes	1	\$15,600	\$3,000	\$198,409	1 to 7.5
TOURISM	N/A	N/A	N/A	N/A	\$137,962	Yes	3	\$20,823	\$8,239,072	N/A	1 to 3.57
Total	\$492,896	\$1,002,615,540	\$2,326,003		\$23,244,990		160	\$586,871	\$19,831,736	\$917,651	

